

THE SIERRA EDUCATIONAL NEWS

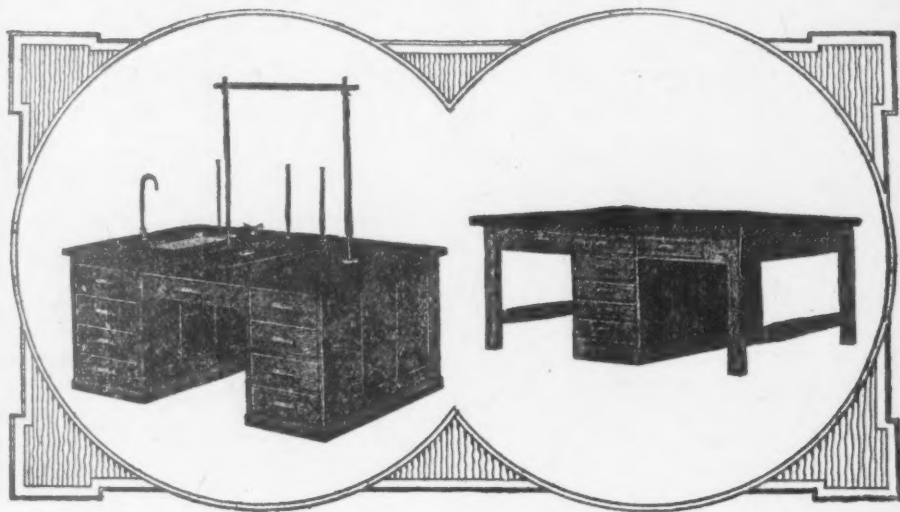
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Editorial

The results of the meeting of the Council of Education on the 14th are likely to be more far reaching than can at this time be imagined. Since its inception the Association has worked on a membership fee of \$1.00 membership fee. For years this fee covered only the privileges attaching to membership and to voting and holding office and listening to or taking part in the various programs. Whenever the proceedings of a given meeting were published, the fee also covered a copy of such proceedings. When, several years ago, the Association reorganized, this membership fee of \$1.00 covered as well ten issues of the official journal.

The transition from the old order to the new, while it involved no greater expense to the teacher, resulted in securing to the teacher many advantages and improvements, professionally and financially. Under the new form of organization and with the help of various educational groups and individuals, there was made possible the present Retirement Salary Law.* Tenure was made more permanent. Certification of teachers was placed upon a much more satisfactory and stable basis. There was effected a replacement of funds caused by the repeal of the poll tax, such money being used in the payment of teachers' salaries. These, and numerous other far reaching measures, were enacted for the benefit of the schools of the state.

But while under the new order these things

were accomplished, and with no increase in fee from the earlier time, there was in addition placed in the hands of each teacher, a magazine that, under normal conditions, would have cost on subscription \$1.00 to \$1.50 a year. This magazine, the Sierra Educational News, while necessarily the organ of the Association, carrying always more or less official communications, reports and the like, has attempted also to meet the needs of schools and teachers throughout the state. It has thus, when space would permit, included articles of general educational value as well as briefer statements of particular phases of educational activity.

The members of the Council, however, have during the last two or three years been forced to the conclusion that only as we contribute to an enterprise can we expect to receive adequate returns. The \$1.00 membership fee will no longer suffice to continue the present work much less provide for the initiating of new lines of educational endeavor. It was for this reason that decision was reached at the last meeting to increase the membership fee to \$2.00. While the work for the present year will be sadly handicapped, as no additional funds will be made available for a number of months, we can at least look forward to a much better state of things than has heretofore pertained, and hope with some degree of certainty that our work may be made much more efficient than it has been in the past.

As brought out, however, by one of the mem-

bers of the Council, this change from the membership fee of \$1.00 to \$2.00 will necessitate carrying certain detailed information to every teacher in the state. This can not be done satisfactorily through the columns of the Sierra Educational News only or through any statements that may be made by the Secretary or officers of the Association. Every member of the Council and every member of the Association should constitute himself or herself a committee of one to make known to those who may not be acquainted in detail with the work of the organization, the necessity for this change.

We call attention here to the reports appearing elsewhere in this issue, by President Cox, Dr. Boone, Chairman of the Advisory Editorial Board, and the Secretary of the Council. A careful reading will show something of the work already accomplished and some of the lines of endeavor toward which we should strive. While funds are needed to carry on this work, we can achieve satisfactory results only as all forces work together. The Sierra Educational News should be improved materially, not only in its physical appearance but from the educational point of view, and supplementary bulletins should from time to time be issued. One of the most valuable suggestions yet made is that by a Council member that with sufficient funds the proceedings of the meetings of the Council, together with full texts of the various committee reports might be published in bulletin form, thus leaving the columns of the monthly issues of the News for general educational information, constructive articles, discussions and the like.

As was stated by a Council member at the annual meeting, objection will not be raised particularly to the increase in membership fee if it can be plainly demonstrated that returns are secured upon the investment. Even the \$1.00 membership fee added to all of the other expenses of the teacher, means considerable, and particularly in this day when economy is the watchword, when the practice of Thrift is absolutely essential, and when the salary of the teacher is far below what it should be. No

additional expense should be incurred that is not warranted. With this more liberal expenditure, however, it will be possible to give back to the teachers many fold upon their investment, and to move forward in lines of work that are to the interests of the teachers and the schools—work that for lack of funds is now practically brought to a standstill.

The Legislature is at this writing within one week of closing. The uncertainty in world conditions as a result of the world-
LEGISLATION wide war, and the precipitation of our own country into this war, has led to a corresponding uncertainty as to what the Legislature will do so far as enacting legislation pertaining to the schools is concerned. All in all, the outlook appears exceedingly promising. The determination of all school forces to work for increase in elementary school funds, even though other legislation had to be delayed for a time, will undoubtedly bear fruit in a considerable increase, but we should not count definitely upon this. No effort will be spared to push to a successful conclusion the matter of securing increase in funds.

Other school legislation is being given every favorable consideration. Most of the legislators have received our suggestions in the best spirit possible, and have shown a decided open-mindedness and a desire to do only those things that are for the best interests for the schools at large. We have reason to hope that with some colorless legislation, such as is always the result of a Legislative Session, that there will this year be a noticeable absence of distinctly bad measures enacted into law, with a number of most excellent and far reaching bills.

The following answers the question as to why we try to discuss "problems" rather than "people," "measures" rather than "men," in our columns:

Mr. and Mrs. George _____, Miss Gertrude _____ and Mr. Nion _____ dined together at the St. Francis last evening. Miss _____ wore the same attractive costume she had worn in the afternoon at the wedding of Miss Beatrice _____ and Mr. George _____, and looked extremely pretty. The rose colored crepe frock is remarkably becoming.—San Francisco "Bulletin," April 19.

THE OAKLAND SITUATION AND THE RESULTING CODE OF ADMINISTRATIVE PRINCIPLES

AFTER four years of unusually efficient service, and after a record of achievement made, in spite of serious administrative handicaps imposed by unbusiness-like regulations of the Board, Mr. A. C. Barker retires from the Superintendency of the Oakland Schools. Mr. Barker's high professional and personal qualifications are so well known to the school people of California that there is an open and widespread feeling against what appears to be a studied neglect on the part of a majority of the Board to vouchsafe to the superintendent that support to which he has been entitled.

The administrative handicaps referred to above have been of three kinds. In the first place the Board of Education for the past four years has been not only divided into factions but divided into factions for non-educational reasons. The presumption is that a Board member who views his position as a public trust, rather than as a prize for having secured his own election, would vote for what he considered best for the schools. And it is only reasonable to suppose that two members of a board might differ as to what were best, or even that on specific issues there might be two factions of a board due to different viewpoints. But when a board consistently splits into factions, and nearly always splits into the same two factions, regardless of the issue, the professional world may well inquire into the motives which prompt the votes taken. Under such conditions the superintendent has his choice of joining the party in power or of seeing perfectly praiseworthy plans defeated through petty politics. In either case a superintendent cannot continue to maintain his professional independence. And if he refuses to yield this independence his position is certain to become intolerable or insecure.

In the second place the Board of Education has maintained a divided management in administering its schools. Hardly less detrimental to the schools than a politically divided Board is the situation where the authority of the superintendent is limited by the co-ordinate authority of other executive officers of the board. Oakland has had a unique experience in this regard. For some years there were four co-ordinate officers, the Superintendent, the Secretary, the Superintendent of Buildings and Grounds, and the Purchasing Agent. It was impossible, under such an arrangement to definitely place responsibility for waste, extravagance, or inefficiency, and the board members themselves became the only unifying authority for the system as a whole. This gave them the maximum of power, and consequently was a very favorable arrangement—so far as they (the board members) were concerned.

But in time the Alameda County Tax Association pointed out what was perfectly obvious to everyone else but the board members. They showed how in the matter of expenditures there was no co-ordination of departments, no systematic effort to check waste, no consistency in the matter of purchasing supplies or of contracting for labor, and, indeed, how the situation was little short of humorous to an outside business man. They recommended not more than two executive heads with the superintendent as chief.

Following the Association's investigation the Board of Education ordered a further investigation by the Civil Service Board, and this body finally recommended the organization of the business departments under one head. The Board's response was the creation of a double-headed system, the superintendent on one side, the busi-

ness manager on the other. While this arrangement may look well on paper, and while it may make for more efficiency in the business department and reduce school expenditures, it is as apt to prove disastrous from the standpoint of efficient school administration as did the former many-headed system. And this very thing has happened. The superintendent and the business manager have tried to demonstrate efficiency each in his own field, but, as might naturally be expected, conflicts in the interests of "efficiency" rather than in the interests of the schools have occurred. The business manager, confessedly not an educational expert, is forced by the very nature of his position to be an irresponsible check on the more important phases of the school department's activity. That a business manager pays, Oakland seems to have proven without question, but her experience with a two-headed administration must be anything but gratifying to those who have the schools of the city at heart.

The third handicap in Oakland has been the excessive authority assumed by the Board of Education. As already intimated, it has been the policy of the Board for some years past to so organize its executive offices that the Board members themselves become the most important officers in the system and the only means of co-ordination between the various parts. In line with this policy they seem to have consistently and regularly handicapped the work of all officers by delays necessary to secure their approval on matters which they had not investigated, and have prevented much progressive work which they did not have time to investigate. Furthermore they have repeatedly passed upon matters for which neither training nor experience has fitted them to sit in judgment and in some cases have even voted contrary to the advice of those who were so qualified. For the past two years, at least, the Board has had the

benefit of expert educational advice in addition to the advice of the Tax Association and the Civil Service Board. Professor Cubberley, in reporting his findings in the Oakland Survey, touched on all these serious obstacles to effective school administration. His recommendations for important and necessary changes were definite and concise, but they served to bring no response from the Board.

In the selection of a successor to Mr. Barker the Board of Education appointed an Advisory Committee of seven members, composed of the Presidents of the University of California, Leland Stanford Jr. University, and Mills College, and four representative Oakland citizens, and requested it to nominate a list of available candidates for consideration. Almost at once the Advisory Committee saw the futility of asking first-class school executives to consider a position which had attached to it such contradictory and conflicting elements, and a decision was taken to present to the Board; first, a statement of principles and regulations that should govern the relations between Boards of Education and Superintendents of Schools, and then a suggested list of candidates. This statement which was prepared by the Departments of Education of Stanford and California, and unanimously adopted by the Advisory Committee and forwarded to the Board reads as follows:

A Statement With Recommendations of the Advisory Committee of the Oakland Board of Education in Regard the Oakland Superintendency*

Your committee hesitates to recommend any list of available candidates for the position of superintendent of the Schools of Oakland unless there can be some assurance of a better recognition, on the part of the Oakland Board of Education, of the relation between the

*The sub-committee having in hand the preparation of this Report was composed of Drs. Ellwood P. Cubberley, W. W. Kemp, Alexis F. Lange and Lewis M. Terman.—Editor.

functions of the members of the Board and the functions of the Superintendent. We would respectfully call your attention to pages 9-11 of the Oakland School Survey, by Professor Ellwood P. Cubberley. This is an expert opinion on the Oakland situation touching several details of administration. From the above pages we quote the following excerpts as representing a most commendable statement of the functions of the Superintendent of Schools:

"Whatever may have been the reasons for the original creation of separate administrative departments, each more or less distinct from and independent of the other three, the best administrative experience of our American cities would indicate rather clearly the undesirability of continuing such a form of administrative organization. It is too wasteful of time and effort and does not properly centralize authority and responsibility. At present, due in part to the requirements of the rules and regulations of the board of education, and in part to the co-operative spirit shown by the heads of the different departments, a large degree of harmony and co-operation in work seems to prevail. That such a condition will always continue to exist may, however, be seriously doubted."

"The public, as well as the board of education itself, looks to the superintendent of schools as the responsible head of the entire school system. If overhead charges become too high; if the school accounts are not properly kept; if reports to the public do not explain operations clearly; if the supplies furnished are poor or inadequate, or are too lavishly provided; if the buildings are not of the right type, or cost too much, or if they are not properly cared for and made available when needed; if the expense for building upkeep is too high; if proper harmony among the different administrative officers does not prevail; or if a dozen other possible things do or do not come to pass, the public rightly holds the superintendent of schools—the nominal head of the school system—to be the responsible person. In many matters by law under the control of the board of education, the public holds the superintendent of schools, rather than the board of education, as the responsible party."

"This should mean that the superintendent of schools should be the responsible head of the whole school department, and that he then should be held to strict accountability for its successful operation. This is the method followed in all successful corporation control. The board of education should represent, as it were, a board of directors for a corporation, and in this case it is a corporation doing a million and a half dollars worth of business each year. As such they should have as one of their most important functions to select the chief executive officer for their business (i. e., the superintendent), and, with his co-operation and advice, to select the heads of departments and others for important executive positions."

"The best experience of cities generally has been that both harmony and efficiency are pro-

moted when the superintendent of schools is made the actual as well as the nominal head of the entire school department, and when the heads of other executive departments report to and through him."

Since your Board has never made public its action with reference to these pertinent suggestions, your committee feel it safe to assume that no action has been taken. Therefore your committee respectfully suggest that the present is an opportune time to seriously consider the adoption of a specific and concise policy touching the issues that are involved in a reorganization of the power and functions of both the Board of Education and the Superintendent of Schools; and thereafter to make this newly adopted policy a matter of public information. We feel that the importance of this procedure cannot be over-emphasized; that it is fundamental to the assuring of a successful operation of the Oakland schools by any person whom the Board may select; and that the Superintendent to be selected will be entitled to expect a more specific assurance of powers commensurate with responsibilities than at present seems possible.

To this end your committee beg to submit the following statement of fundamental principles in city educational organization, together with certain definite recommendations that ought to be specifically adopted by the Board of Education as the basis for a future policy and as a guarantee of an improved school situation.

Fundamental Principles in City Educational Organization

The conflicts in authority and lack of harmonious relationships which usually arise in city school administration in most cases, come from the attempt of the Board to exercise entirely too many functions which ought, by right, to be delegated to executive officers. Such conflicts will in a large part be obviated if the Board itself comes to have a clear conception of what it is elected to do, and what it should not attempt. A school Board is elected or appointed to act primarily as a Board for school control in the large sense of the term. It is primarily its business to determine, in conference with the Superintendent, the large policies of the system, to approve new undertakings, to determine and place limits upon expenditures, and to decide questions of policy and procedure which are passed up to it for decision by its executive officer or officers. The determina-

tion of what expansion should be made in the work of the school system; the selection from time to time of new school sites and the approval of plans for new school buildings; the approval of a salary schedule and an annual budget of expenditures; the determination of the amount of school taxes which it thinks should be levied; the proper presentation to the people whom they represent of the work and needs of the schools and the policies of the school department; and the prevention of legislation by either the city council or the Legislature which is against the best interests of the schools under their control—these are examples of the important work of a Board of Education.

In all too many cases Boards neglect these larger and more important functions for the smaller and more detailed problems of supervision and administration. Instead of confining their attention to these larger problems, which are sufficient to absorb all of the time and energy which they can give to the school system, the Board and its members get interested in individuals and individual cases, begin to supervise the details of administration, and in consequence interfere seriously with what should be the real work of the executive officer or officers, which the Board selects. Once a policy of this kind is introduced by Board members it is common experience that there arises an all too strong temptation to use the official position as an opportunity either to pay personal debts or to vent personal spite. Most of the difficulties which arise in city school administration in the United States arise because the Board of Education does not take a large enough view of its functions, and because its members spend entirely too much time on the individual and personal cases which should always be left to executive officers to handle.

The Board should regard the selection of its Superintendent of Schools as the most important duty it ever has to perform. It should make active and intelligent search for the best man or woman available for the money which the city can afford to pay. The salary should be made large, so as to tempt the best men, and the tenure should be long enough also to offer attractions.

The authority to be assured the new Superintendent should be commensurate with the importance of the service the Board expects him to render to the city. The things which

should count with the Board are his general education, his specific training for the work of city school supervision, his past administrative experience, what men prominently engaged in educational work have to say when asked confidentially for an opinion, and his personality, force, and general grasp of the problem as shown in a personal interview. The Board should seek a man of strength, courage, personal force, general knowledge, and professional skill.

The Superintendent's office is the central office of the school system, up to which and down from which authority, direction, and inspiration flow. He is the organizer and director of the work of the schools in all of their different phases, and the representative of the schools and all for which the schools stand before the people of the community. He is the executive officer of the Board. He is the supervisor of the instruction in the schools, and also the leader, adviser, inspirer, and friend of the teachers, and between them and the Board of Education he must, at times, interpose as an arbiter. Amid all of his various duties, however, the interests of the children in the schools must be his chief care, and the larger educational interests of the community as a whole he must constantly keep in mind.

As to the necessary personal qualities of the Superintendent the following may be said. In addition to good training and experience, he must be clean, both in person and mind; temperate, both in speech and act; honest and square, and able to look men straight in the eye; possessed of high sense of personal honor. He must have the manners and courtesy of a gentleman. He must be alert and able to get things done. He must keep a level head. He must learn to lead by reason of his larger knowledge and his enthusiasm, rather than to drive by reason of his superior power.

Next to the selection of the Superintendent of Schools it may be laid down as a fundamental principle in proper school administration that it is the prime business of the Board of Education to legislate, and the prime function of the executive officers to execute. The Board's work, as the representative of the people, is to listen to the report of this executive officer or officers, to sit in judgment on the proposal submitted, to propose new questions to the executive officers, to investigate and report on and then, after deliberation, to adopt general policies for the conduct of the school

system. Once a policy has been decided upon, however, its execution should rest with the executive officer or officers employed by the Board, the chief of whom will naturally be the Superintendent of Schools. In all matters which are strictly professional and which relate to the details of administration, the Board as a body and the individual members of the Board should refuse to act in any way until the matter has first been brought before them by the proper executive officer, and his decision should not be reversed by the Board unless thoroughly convinced that he is wrong. It is when Boards and Board committees, anxious to direct and manage as well as to govern, and interested in individual and personal cases rather than the school system as a whole, seize executive functions and begin to displace the chosen executive officers in the administration of the school system that trouble usually begins to develop.

Assuming then that the Oakland Board of Education proposes to conduct the school administration in accordance with the above well established principles, the following fundamental administrative rules ought to be adopted by it as a platform upon which it proposes to deal with the Superintendent it elects:

(1) The Board of Education shall be primarily a legislative body, and the Superintendent of Schools shall be its recognized executive officer. The Board may institute inquiries, receive reports and legislate, but the execution of all policies decided upon shall be left to the Superintendent of Schools and such other executive officers and subordinates under his general control as may be designated by him.

(2) In the organization of the school department the Superintendent of Schools shall be the chief executive officer with executive oversight over all other departments of the school system. While heads of departments shall be left large liberty of action within the limits of their departments, the Superintendent of Schools shall nevertheless be held responsible for proper co-ordination of effort and satisfactory results. In the educational department he shall be in supreme control. As the chief executive officer of the school system all departments shall report through him to the Board of Education.

(3) As the chief executive officer the Superintendent of Schools shall have the right to

attend any meeting of the Board of Education or any regular or special committee thereof, except when his own tenure or salary are under consideration, and with the right to speak on any question but without the right to vote.

(4) In all matters relating to the conduct of instruction the Superintendent of Schools shall be in complete control. He shall have full charge of the making and changing of courses of study, the supervision of instruction, the promotion and assignment of pupils, and the selection of books and apparatus for the carrying on of such instruction, the Board being asked to approve only when new types of instruction are to be added to the school system, new expenditures are involved, or new contracts need to be signed. In no case shall the Board take any action on such matters except on the prior recommendation of the Superintendent of Schools.

(5) The initiative in all matters relating to the appointment, assignment, transfer, promotion, suspension or dismissal of teachers, principals or special supervisors shall rest absolutely with the Superintendent of Schools, and all applicants for such positions and all persons presenting individual cases for consideration shall be referred to the Superintendent of Schools for a hearing by members of the Board. The Superintendent shall report his recommendations to the Board which shall have power to approve or disapprove of the recommendations which he makes, but no power whatever of substituting other names or initiating new appointments.

(6) In the appointment, assignment, transfer or dismissal of janitors the Superintendent, acting in conjunction with the head of the building department, shall have similar authority.

(7) The heads of other departments of the school system such as building, repair and supplies, shall have similar right of appointment, transfer or dismissal of subordinates subject to the final approval of the Superintendent of Schools.

(8) In the matter of reports to be required, records to be kept, forms to be used and similar matters, the power of initiative should in general rest with the Superintendent or the heads of departments acting under his direction, but the Board shall have power to request additional information as to the work of the schools and to ask that there be submitted to it any form of information which

will enable it better to check up the work of its executive officers, or inform itself better as to the conduct of the schools.

The clear intent of the regulations just suggested is that the Board should withdraw from all personal and individual matters and should become clearly a Board for school control, using this expression in the larger sense of the term, for the city at large. No Board of Education can ever render satisfactory service to a city if it is continually dealing with individual and personal matters. These should be left to executive officers. If the executive officers cannot handle them well the executive officers should be changed, but the Board should reserve its energies for the larger problems of school organization and administration. This its members can only do by freeing themselves from the details of school organization and administration and from the pulls and influences which always surround personal and individual cases.

All of the recommendations included above, be it said to its credit, have been adopted by the present Board of Education. Such action deserves the highest commendation for it puts the school system at once on a high plane of administrative organization sufficient to guarantee the future effi-

ciency of the department. The one regrettable thing, however, is that the man who has made such a successful record under the previous handicaps should not have been given an opportunity to demonstrate what he could accomplish under the new policy. There is still a question whether the oncoming Board, regardless of partisan lines, will also go on record as being similarly bound by the recommendations of the Advisory Committee, but it is to be hoped that it will subscribe to each and every provision set forth.

The Board has recently selected for the new superintendent, Mr. Fred M. Hunter, a man also of the highest professional and personal qualifications, who comes with the endorsement of both Columbia and Chicago Universities. If the Oakland schools in the next four years fail to make due progress, the public may be assured that it will not be the fault of the superintendent. On the other hand the Board of Education ought to realize that it stands at the bar of public opinion with a definite and heavy responsibility to make good.

W. W. Kemp, University of California.

STATE BOARD OF EDUCATION

The recent quarterly session of the State Board of Education extended from March 12th to 20th, inclusive, the longest meeting the Board has ever held. In addition to the regular work of the Board, more time was given over to the consideration of pending legislation. Aside from the actual reading and discussion of bills, numerous meetings were held with legislative committees from various educational bodies, the education committees of the Senate and Assembly and the State Board of Control; and a great deal of time was consumed in according visitors the opportunity of making verbal presentation of various objects for which the Board's approval was sought.

The resignation of Mr. M. B. Harris as a member of the Board was made public during the session, as well as the announcement of

the appointment of his successor, Mr. T. S. Montgomery of San Jose.

In connection with the adoption of new textbooks, it was decided to give audience to the representatives of publishers submitting texts in language during the afternoon of May 18th.

The date for the annual examination for the High School Credential was set for June 14, 15 and 16, the examination to be held in Sacramento, Berkeley and Los Angeles.

Authorization was granted Commissioner Wood for the publication of the proceedings of the 1916 convention of high school principals.

The High School Credential was granted to thirty-one applicants. The Board's recommendation for health and development certificate was granted to three applicants. All pending applications for life diplomas were disposed of. A large file of pending applications for State Credentials in Special Subjects, amounting to

nearly 200, were disposed of. The entire list of accredited life diplomas and life certificates of other states was abolished.

Commissioner Snyder was granted leave of absence and authorization to visit and inspect a number of vocational schools of eastern states as a necessary preliminary to the administration of the funds to be received from the United States under the Smith-Hughes law. The following resolution referring to the Smith-Lever fund was adopted:

"Resolved, That since the Smith-Lever fund, provided jointly by the Federal Government and the various states of the union, was designed largely for the purpose of promoting project work in agriculture and home economics among boys and girls between the ages of 10 and 18 years, and since the other states of the union are so using it, the State Board of Education, approving and endorsing the work already done in the secondary schools by means of this fund by the Department of Agriculture of the University of California (the authorized distributors of the fund) appreciates the recent extension of project work to the children of the elementary schools and urges all elementary teachers and school boards to take immediate steps to co-operate with the Department of Agriculture of the State University in order that the children of elementary school age may receive the advantages provided for in this law.

Retirement Board Business

The Finance Committee was authorized to purchase a certain parcel of bonds recommended by the State Board of Control, at par value of \$170,000, plus interest and premiums. The following resolutions were adopted:

Resolved, That for the purpose of administering the retirement salary law, the service of a teacher returning to the profession after a term of absence therefrom will not be considered unless such service has been full-time teaching and has been rendered under valid contract for the full school year in the district where employed, and at a salary not less than the usual salary of the other regularly employed full-time teachers of the county or city and county.

Resolved, That for the purposes of the administration of section 14 of the retirement salary law, old age and resulting feebleness shall not be considered a valid ground for retirement for disability. Section 13 manifestly is intended to provide for teachers who have actually devoted their lives to the profession. Section 14 is intended only to protect teachers during periods of unexpected, specific disability, until physically able to resume the practice of their profession.

Resolved, That for the purposes of the administration of sections 13 and 14 of the retirement salary law, no return to the profession of teaching in the public schools of the State of California shall be considered as qualifying the individual to come under the terms of the law unless the teacher may reasonably expect to serve a sufficient number of

full-time teaching years in the schools of California to retire for the full period of thirty years' service. Return to teaching for the purpose of retiring for disability cannot be considered a return in good faith to the profession of teaching.

Retirement salaries of \$500 per annum were granted to nineteen persons.

Retirement salaries under section 14 of the law were granted to five applicants.

The Board adjourned to meet in Fresno with the Normal School Presidents on May 14th.

C. S. Pixley, Chief Clerk.

SOUTHERN COUNCIL REPORT

At the annual meeting of the Council of Education, Southern Section, a number of legislative measures were considered and the following action taken by the Council:

The Council is opposed to A. B. 623 (relating to instruction regarding animal life and the humane treatment of animals).

It was moved and seconded that the Council go on record as favoring compulsory physical education. After discussion in which all military features were opposed, the motion was carried.

The Council is opposed to A. B. 1161 (providing for the employment of student labor in the primary and secondary schools).

The Council is opposed to the sections of A. B. 1176 and A. B. 1177 pertaining to the County Supt. acting as purchasing agent.

The Council is opposed to the portion of A. B. 1330 making all records of any teachers' agency open to the inspection of the State Board of Education or "any of its authorized agents."

The Council is opposed to eliminating the teachers' institute.

The Council favors the establishing in Southern California, of an institution for the feeble minded.

The Council favors S. B. 81 (establishing vocational bureau and making an appropriation for a vocational survey).

Superintendent Stephens' report on Arithmetic was recommended as a basis for courses of study in arithmetic.

Election of officers resulted in the selection of Supt. W. L. Stephens of Long Beach, President; Supt. J. A. Cranston of Santa Ana, Vice-President; Bertha R. Hunt of Santa Monica, Secretary.

Bertha R. Hunt,
Secretary.

CALIFORNIA COUNCIL OF EDUCATION

OLD BOARD OF DIRECTORS

The Board of Directors met in the office of the Executive Secretary, Monadnock Bldg., San Francisco, April 13, 1917, at 8 p. m.

There were present, E. Morris Cox, President, and Messrs. Covell, Cox, Cranston and Lindsay, and Secretary Chamberlain. Mr. F. M. Balch of Fresno, was also present.

The minutes of the meetings of December 10 and December 11 were read and approved.

The financial report of the Secretary was presented.

The Secretary reported that according to instructions there had been inserted in the February number of the Sierra Educational News a statement regarding the proposed Teachers' Registration Bureau, and bearing on the reverse, a blank form to be filled in and returned by those interested. To date 38 such coupons had been returned. There was prolonged discussion of the relative advantages of organizing the Bureau under the California Teachers' Association or the State Board of Education. Mr. Cloud considered the Bureau would, if properly established, become a boon to teachers and a financial asset to the Association. He felt that the entire matter of the finances of the Association was fundamental to this proposed activity.

Mr. Lindsay offered the motion that the President and Secretary, with one other appointed by the President, look into the possibility of organizing the Bureau, taking into account that funds were needed in order to make of the Bureau a financial asset, this Committee to report later. Carried.

Consideration of the financial outlook resulted in a motion by Mr. Lindsay, that the Board recommend to the Council of Education that immediate and favorable action be taken to increase the membership fee, and that the President and Secretary give consideration to the finances in their reports.

Mr. Cloud moved that ratification by the Council of any legislative measures other than those scheduled in the regular program laid out by the Council, be conditioned upon report to that body by a special committee, to which such measures could be submitted. Carried.

Board adjourned to meet at the close of the Council Session scheduled for April 14.

Arthur H. Chamberlain, Exec. Sec'y.

ANNUAL COUNCIL MEETING

The Council of Education convened in annual session at 9:30 in the Hotel Oakland, Oakland, Cal., April 14, 1917. On Roll Call by the Secretary, the following members responded:

Bay Section: Lewis B. Avery, A. J. Cloud, E. Morris Cox, Mary A. Darby, Jas. B. Davidson, W. L. Glascock, Sophie Meyer, Alice Rose Power.

Central Section: Craig Cunningham, A. G. Elmore, F. M. Lane, E. W. Lindsay.

Northern Section: E. W. Locher, Mrs. Minnie R. O'Neil, S. P. Robbins, H. P. Short.

Southern Section: Ray Chase, C. H. Covell, J. O. Cross, Sara L. Dole, R. D. Hunt, H. H. McCutchan, Alice L. Merrill, Adele Mosseman, Emily Pryor, Albert E. Shiels, Grace C. Stanley, W. L. Stephens, Robt. J. Teall, W. W. Tritt, J. F. West, Elizabeth Willis.

Others present included Commissioners Dr. McNaught and Will C. Wood, Mrs. Ray of State Board of Education and a number of school men and women.

On motion of Mr. Cross, the minutes of the previous meeting were approved as printed.

President Cox presented a report as Chairman of the Legislative Committee, stating that this committee had held four meetings in Sacramento, one of which was held in connection with a like committee of the superintendents. He enumerated the educational bills that up to date have received favorable consideration.

A motion by Mr. Avery to the effect that a committee be appointed to go over the legislative bills during the noon hour, and report back to the Council in the afternoon—this committee to include the President and to be named by him, was carried.

President Cox then presented a report in the form of some historical facts connected with the organization, and the legislative work accomplished by the same.

PRESIDENT'S REPORT

It is probably not inappropriate at this time to review briefly the history of the California Teachers' Association. This organization was founded in the year 1861. Two years after its foundation, John Swett proposed that the Association should be incorporated and that it should publish an official journal. At various

times later these matters were discussed and at one time a sort of semi-official journal was established. It was 1906 before incorporation took place. A year later a committee was appointed to study the problem of the activities of the California Teachers' Association and to make recommendations at the next annual meeting. The report of this committee came before the Association in December, 1908. One of the chief recommendations of this committee was that there should be immediately established an official journal. The Board of Directors acted in accordance with this recommendation and began the publication of the "Sierra Educational News" in January, 1909. At the same time a permanent salaried secretary was employed who was also the editor of the journal. The committee also recommended that the various teachers' organizations of the state should be affiliated, and authorized the President to confer with the other sections.

In April, 1909, a tentative plan of organization was agreed upon which in part read as follows:

Duties and Purposes:

1. This council shall be a permanent committee on legislation to represent the educational interests of the members of the associations.
2. It shall have authority to establish and support an official means of communication with the members of the associations.
3. It shall have power to deliberate on educational questions, policies and reforms and to make recommendations regarding the same.
4. It shall have power to take action upon all questions referred to it by the associations.
5. It shall have power to choose its own officials and define their duties.

The plan of affiliation agreed upon by the Presidents was ratified by the various sections of the state in January, 1910. A preliminary meeting of representatives was held in San Francisco at which time arrangements were made for a regular annual meeting to be held in Fresno, March, 1910. The organization of the present Council of Education was completed at that time, and a committee was appointed to draft articles of incorporation and by-laws. These were adopted at the next meeting of the Association in San Francisco, October, 1910.

Particularly in the line of legislation has the Council of Education been effective. The fol-

lowing matters of legislation have been secured through the activity of the Council of Education:

1. A tenure law for teachers.
2. The reorganization of the State Board of Education.
3. The teachers' retirement salary law.
4. A complete reorganization of the laws relating to high schools.
5. An increase in the funds for institute purposes.
6. Provisions for medical inspection in schools.
7. County high school tax.
8. Rewriting of the teachers' certification law.
9. A replacement of most of the school fund lost by the repeal of the poll tax.

This is a very incomplete enumeration, but it will serve to call our attention to the importance of the work that the Council has been doing, and serve as an incentive to the continuance of such work.

E. Morris Cox, President.

The report was adopted as read.

REORGANIZATION OF N. E. A.

The report of the Committee on Reorganization of the N. E. A. was presented by Mr. Chamberlain. Representatives from the several States held a meeting at Kansas City in connection with Superintendents' Convention. The aim is toward a more useful organization, with the expressed hope that the N. E. A. and state organizations may co-operate. Suggestion was made that district meetings of the N. E. A. be held, so that all teachers in a geographical location can attend one or another of these meetings. The important question under consideration and still unsettled is how a member of a state association may become a member of the N. E. A. with only one membership fee. A report will be made by President E. A. Owen of this committee at the July meeting of the N. E. A. at Portland. On motion of Miss Pryor, the report was accepted and the committee continued. Superintendent West's motion that the Chair be authorized to appoint alternates in the event that any of the present members find it impossible to go to Portland was carried.

Dr. Richard G. Boone, Chairman of the Advisory Editorial Board of the Sierra Educational News reported as follows:

REPORT ADVISORY EDITORIAL
BOARD*

I have been closely associated with the work of the News for some years. There are comparatively few people who have had more intimate and detailed contact with the News than I have. I have gone over nearly all of the articles that have appeared in the News for some years. Just to the extent that the News does its work best as the official organ of the State Teachers' Association, the more serious discussions of educational problems are crowded out. A large share of attention must be given to legislation every two years. If it were possible for the News to be regarded as an educational journal primarily, for a discussion of educational problems outside of the mere organization; if it were possible to make it a paper to be given over mainly to a serious discussion of educational theory or educational practice or educational instrumentalities of any sort, we might do without a good many personalities that we now must have in the paper, to the extent that it represents the plans, objections and constructive efforts of teachers throughout the state. If it could be like *School and Society*, that gives itself over to a discussion of large problems, it would be an admirable thing for the Pacific Coast.

The News is doing a greater work for the teachers than the teachers themselves understand. We have the same editorial force with 12,000 subscribers that we had when the subscription list was only 5,000, and the correspondence is immense. This correspondence is not only from teachers concerning personal matters, but concerning the work of the Council itself, and from people outside. The business has developed in seven years, and the President and Secretary must spend considerable time away from the office.

Many articles presented represent individual biases. This must always be true where a paper is the exponent of an organization of teachers throughout the state. One article recently submitted, signed "An Expert Psychologist," was badly written in grammatical and other construction. This paper took two hours to go over. Many contributions from teachers in California are received, some worth while, others not. If all receive the time the above mentioned article received, it would represent a great deal of work. If the News is to be an organ of the State Teachers'

Association and is to do the large service it ought to do, we should reach the teachers more frequently than we can reach them through the News, by special bulletins that should be sent out, covering points of more transient interest, so that many details that go into the News now might be left out, and some of the more serious things put in.

The securing of advertisements is a far greater task the last two years than ever before. Business is slow in a good many ways. Goods are not available, and advertisers are going slow under present financial conditions. You have noted the inferior quality of paper that has had to go into the News of late. I would recommend a liberal expenditure of the Council of Education's money for the generous support of the News.

Speaking of the relation of State Teachers' Associations to the N. E. A., and the combining of the fees in these associations, I believe that if we had a meeting of the N. A. E. every 5 years and other annual meetings scattered throughout all parts of the country, it would be a good thing. The 12,000 teachers of California are getting two or three times the worth of their money when we consider the services of the Central Council and others, through membership in the Association, in the Section Associations, and through the News as well. If we had a \$2.00 fee, we would still be getting a good deal more than our returns. If we were paying \$2.00 for a subscription to a paper, and there are papers throughout the country whose subscription price is \$2.00 and not better than the News, there might be reason to question as to whether it was worth while.

Richard G. Boone, Chairman.

President Cox expressed the appreciation of the Council for Dr. Boone's generous support of its work.

The Chair named Ray E. Chase, Mrs. Grace C. Stanley, Edward Locher and Miss Alice R. Power to act with himself as a Legislative Committee, to meet and report to Council in the afternoon, such matters of proposed legislation as might seem expedient.

Preliminary report from Dr. H. R. Hatfield, Chairman Auditing Committee was presented by President Cox. Motion by Dr. R. D. Hunt to approve the publication of the report of Auditing Committee in the News, was carried.

*Stenographic report; not revised by the Auditor.

AUDITOR'S REPORT

San Francisco, Cal., April 13, 1917.

E. Morris Cox, President
California Council of Education.
Dear Sir:

Pursuant to your instructions I have made an examination of the accounts of the Executive Secretary for the year 1916.

The overdraft at the Oakland Bank of Savings Dec. 31 agrees, with necessary allowances, with the receipts and expenditures as shown in the books of the Secretary.

Satisfactory vouchers have been submitted and examined covering all cash payments.

A more complete report will be made when I have completed the examination, the time not having been sufficient for a complete audit.

Respectfully,

H. R. Hatfield.

The Secretary read his Financial Statement for 1916. This was followed by his report as Executive Secretary.

SECRETARY'S REPORT

Financial Statement, 1916

Receipts

Cash on hand, January 1, 1916.....	\$	332.52
Advertising	\$7,837.60	
Memberships	5,691.20	
Subscriptions	384.30	
Miscellaneous	135.00	14,048.10
		<u>\$14,380.62</u>

Expenditures

Publication of News.....	\$6,461.88
Salaries of Secretary's Office, including Advertising Manager and Stenographers	5,874.00
Rent	540.00
Traveling Expenses of Secretary and Assistant	631.36
Telephone and Telegraph..	296.68
Postage	496.83
Office Supplies and Equipment, etc.	301.19
Job Printing and Stationery, Letterheads, Envelopes, etc.	239.15
Miscellaneous Office Expenses (Advertising, Insurance, N. E. A. Headquarters, Expressage)	210.11

Addressing Machine (new plates, ribbons, repairs and general upkeep)....	302.51	15,353.71
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\$ 973.09

December, 1915, Bills Payable.....	621.73
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Overdraft, January 1, 1917.....	\$ 1,594.82
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Outstanding Advertising, Dec. 31, 1916.....	\$2,041.95
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Allowance for Bad and Doubtful Debts	428.59
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Outstanding Considered Good	\$1,613.36
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Note: There was a bank balance of \$41.86 on Jan. 1, 1917. There was an overdraft, however, of \$1,594.82 caused by having to hold bills due and payable in December, until money was received from the Sections in January, 1917. There was also due the Secretary on Jan. 1, 1917, \$1,400, for which funds were not available.

Table Showing Number of Members in the Association, and Number of Teachers in the State

The numbers indicated are approximate, as memberships are constantly coming in or are lapsing.

The membership in the Association is distributed as follows:

Bay Section	2,800
Central	850
Northern	827
Southern	6,300
	<u>10,777</u>
Additional Subscribers to the News, Teachers, trustees, libraries, complimentary, and exchange, Advertisers, Office and Sample copies..	10,777
	<u>1,123</u>
	11,900

There are in the state, year 1916, teachers as follows:

Elementary Schools—	
Men	1,238
Women	12,080
	<u>13,318</u>
High Schools—	
Men	1,610
Women	2,389
	<u>3,999</u>

FEDERAL COUNCIL

Kindergarten—			ELEMENTARY SCHOOLS		
Women	543	543	Prin. or Supr. Prin.	10	
State Normal Schools—			Grade Teachers	6	
Men	75		Rural Schools	4	20
Women	209				
		284	HIGH SCHOOLS		
Teachers in State	18,144		Principals	3	
Membership in C. T. A.	10,777		Teachers	14	17
Number of teachers in state, exclusive of universities, colleges and special schools not members of the Association	7,367		Junior College	1	1
					38

It will thus be seen that there are as possible members of the Association, aside from the 10,777 present members, over 7,000 teachers in the public school service.

New Sections.

The North Coast Counties—Del Norte, Humboldt, Mendocino, with a combined teaching force of 488, are unable to affiliate closely with any present section of the Association. The entire membership in the Association from these counties is 68. Request has been made by certain teachers in these counties, for a new section centering alternately perhaps, at Ukiah, Fort Bragg or Willits in Mendocino County, Eureka or Arcata in Humboldt, or Crescent City in Del Norte. Plans toward this end are under consideration.

The South Coast Counties—Santa Cruz, Monterey, San Luis Obispo, Santa Barbara, San Benito, with a combined teaching force of 728, contribute 216 members to the Association. Neither the Bay nor Southern meeting places are entirely satisfactory for teachers in these counties. Appropriate meeting places are at Santa Cruz, Pacific Grove, San Luis Obispo, Santa Barbara or Hollister. Consideration should be given to the formation of a new section to take care of these counties.

Teachers' Registration Bureau.

Pursuant to instructions given at the last Council meeting, your Secretary inserted in the February issue of the Sierra Educational News, a notice regarding the proposed Registration Bureau. This notice carried a statement regarding the purposes of the proposed bureau, and on its reverse, a coupon to be filled in and returned by those interested. At this date, 38 of these coupons have been returned, distributed as follows:

This showing is, of course, anything but conclusive, as it takes follow-up work to secure results.

High School Bulletin.

The Bulletin on State Publication and State Uniformity of High School texts, published by the Association September last, proved the strongest possible factor in creating sentiment for flexibility and freedom in publication and choice of high school books. This bulletin was circulated among all the high school people of the State, the superintendents, members of the Legislature, newspapers, libraries, and to educational magazines and specially interested educators throughout the country. Hundreds of copies beyond our ability to furnish have been requested by various people in many states.

Topics Recommended for Investigation.

In the past, the chief, and most necessary and legitimate work of the California Council of Education, has been that of initiating and carrying to successful completion, legislation looking toward the best interests of the school children of the State. It is now time to consider as well, general educational propaganda. Topics for investigation are therefore recommended under two heads. Legislative Proposals and Educational Propaganda.

A.—LEGISLATIVE PROPOSALS.

I. Teachers' Retirement Salary.

The results secured by the High School Bulletin, and our experience in the Teachers' Retirement Salary matter, during this Legislative session, point clearly to certain conclusions. Teachers and educational organizations throughout the State have been a unit in asking that no legislation touching the Retirement Salary, be enacted at this time. It is felt that sufficient data are not available

upon which to base final judgment. It is quite evident that in the near future, some important changes in the law will be necessary.

During the months past, the Council should have collected data covering every Retirement case in the State. Information should also have been secured from other states. These findings, together with conclusions, therefrom, published in the form of a bulletin, as in the case of the High School Bulletin, would have furnished the basis for any needed legislation.

Should there be no changes made in the law this year, the responsibility for checking any such amendments, will rest with the teachers themselves through their representatives. We cannot now shift the responsibility, even with the State Board carrying forward its excellent work. During the next two years, a careful and exhaustive study must be made and a bulletin issued to teachers and legislators alike. Promise has been given the members of the Senate Education Committee and the Board of Control, that we will use our best efforts to see that returns are secured from the entire 12,000 beneficiaries under the law, and that actuarial work will be performed, as a basis for conclusions and amendments to the law. The teachers of the State, through their representatives, co-operating with the State Board of Education, the custodians of the fund, should initiate and carry forward this study and be ready to submit the published results to this Council before the next Legislature convenes.

II. County Unit of Administration.

Four years ago, considerable progress was made in our campaign for a larger unit than the district in school administration. The District system, sufficient in its day and generation, no longer meets the demands of our modern life. Two years ago, and following the last general election, many county superintendents approved the proposed change. It did not seem wise this year to push this matter, although school people throughout the State, advocated aggressive work in this direction. Our efforts this year, were necessarily centered upon securing increased revenue for elementary schools.

The time is now ripe for taking up in earnest the County Unit plan. The investigation should properly include a consideration of adequate supervision in the rural schools,

which means specially prepared men and women as assistants to the superintendent, and the proper training of teachers for rural schools.

III. Consolidation.

With the County Unit of administration in force, the matter of consolidation could well be taken care of. The entire field of consolidation should be canvassed. Consolidation as exemplified in Joint, Union and County High Schools, has had ample justification. Consolidation of elementary schools is fully as important, not merely in rural communities, but in towns as well.

IV. Teachers' Cottages.

The Teacherage, especially in rural communities, should be made the subject of investigation by the Council. One of the most perplexing problems of the rural school today is that of a proper boarding place for teachers. The everlasting change, which is so disastrous in the rural school, would be minimized, with proper living facilities at the disposal of the teacher.

V. Codification of School Law.

For years the various teachers' organizations have had under discussion, the codification of the School Law. A more complete indexing than before pertaining, was effected last year through the office of Hon. Job Wood, Jr. The State Board of Education has promised relief. While this session of the Legislature will see codification of certain sections of the law, resulting in systematizing and clarifying these particular sections, the body of the law will be very materially added to. Any satisfactory system of codification must result in simplification, and in great reduction in the body of the law. This work should now be taken up in earnest. If the Legislature cannot be induced to appropriate a fund to carry on the work, the Council must find some way to finance it.

A proper codification of the law means a bringing together under one section, of all matters pertaining to a given subject. This, however, is by no means, all that a proper codification implies. The law should be simplified and reduced to one-tenth of its present bulk. Made up as it is of extracts from the Political and Penal Codes and from the General law, full relief may come only as the result of a constitutional convention.

B. —EDUCATIONAL PROPAGANDA.**I. Professional Relationships Within the Teaching Body.**

There is much vague theorizing as to the proper adjustment as between the Superintendent, Principal or Supervising Officer, and members of the teaching staff, and between the Superintendent and the Board of Education. Some teachers believe the power of the Superintendent should be curtailed. Certain educational executives feel that Boards of Education are usurping powers properly pertaining to themselves.

The entire field, as it involves teachers, principals, superintendents and school boards, is now under consideration by the National Council of Education. It would seem to be an opportune time for our State Council to move forward in the same direction. Until the various units composing the teaching body of California are practically agreed upon a working code of principles that shall govern the relationships herein discussed, and can come together in understanding as to a proper balance between centralization of power on the one hand and freedom in local autonomy upon the other, we can not secure a perfect working harmony in our school system. Our Democracy, as exemplified in school administration, has not functioned until, in the mind of each of us, suspicion gives place to confidence.

II. Teacher Training.

There should be made a thorough-going study of the academic and professional training to be required of teachers in elementary, secondary, intermediate and junior college classes.

III. Growth During Service.

Professional Growth, Teachers' Reading Circles, Summer Sessions, Extension Work, Institutes—these and other agencies should be given consideration through the work of some properly constituted committee. The National Reading Circle Course and reading circle work as conducted in many states of the Union, is indicative of what we should do in California. The elementary school teachers can be given material assistance through these reading circles. The present attempt to abolish the institute in our State, clearly points to the fact that the work of these organizations should be made more vital.

IV. Appointment, Rating, Salaries, Tenure of Teachers.

Appointment of teachers by administrative officers, with approval by the Board of Education and Boards of School Trustees; a merit system, based on native ability, training, experience or other qualifications; tenure, consistent with the best interests of the school system; minimum salary and financial possibilities for teachers, and increased salaries, particularly for elementary school teachers, principals of elementary schools and county superintendents, which latter are the most meagerly paid people in the State—these call for careful investigation and report.

V. The Course of Study.

This involves an investigation of relative values, the elimination of unnecessary material, the inclusion of new matter or of new subjects, the social phases of the curriculum, the shaping of the course of study to meet local needs, and the proper vocationalizing of the curriculum.

VI. Textbooks and Supplemental Materials.

A consideration of the field of the textbook and the use of supplementary books and other illustrative materials.

VII. Surveys.

Most of the surveys of school systems already made, have served chiefly in revealing that which is already known. School and Class Room Surveys should develop suggestions for the class teacher, the supervisor, the principal and the superintendent, as to methods of carrying on a survey from within, looking toward increased efficiency.

VIII. Maximum Enrollment.

One of the greatest hindrances to satisfactory work, particularly in the primary school, and where of all places, emphasis should be centered upon the individual, is the large number in the class. With classes of proper size, there would be much less "repeating," and dropping out, and economic saving would result. Data should be gathered to show definitely how numbers in the class affect the results, as applied to the work of pupils and the welfare of teachers.

IX. The Exceptional Child.

The problem of the slow, the backward, the over-age, the repeater, the atypical, the advanced, the exceptional pupil; the foreign or immigrant pupil; the undergraded room.

X. Thrift.

Thrift as applied in the home and school; the economic and social phases of Thrift; the earning, saving, investing and spending of money; accounts; school savings banks; health and sanitation; personal and social hygiene; concentration of time and effort; how to study; intensive and scientific work; personal and national conservation; the production and use of food stuffs; elimination of waste; moral standards. A profligate people, and now plunged into war, we can not afford longer to ignore the study of thrift in the schools.

XI. Reorganization.

The California Teachers' Association and Federal Council—how may they best meet the needs of the schools and teachers of the State; the work of the local section and the local council and the unifying of the various interests; co-operation of State organization with the National Education Association.

In April of last year your Secretary took occasion to point out what to many had been apparent for a long time. The organization as it increased in numbers; the added demands made upon the office month by month, and the ever advancing cost in all fields of activity, made necessary an increased income. This report was published in the May issue of the News, p. 271. Again in December last the situation was plainly put before the Board of Directors and the Council—see pp. 650 and 671 of the December, 1916, issue.

It was shown that our revenue comes from two sources: The teachers themselves, through the \$1.00 membership fee, and the income derived from advertising in the Sierra Educational News. It was pointed out that while the demands made upon the office were much greater than formerly, that the membership fee remained the same. Moreover, the Sierra Educational News, always a financial asset, and without which the affairs of the Association could at no time have been carried on, cost much more to issue than formerly, and advertising was constantly becoming more difficult to secure.

No organization can claim to be conducted on a safe financial margin that does not provide a sinking fund that may be called upon in case of emergency. Our Association has never been placed upon such sound financial basis. The matter should be given earnest consideration.

For many months our work has been conducted at a great disadvantage. We have been situated as a school of 18 classes and with only 12 teachers. As a result only a portion of our work is done, and that many times, quite indifferently, and with undue tax upon time and energy.

The attention of one person is devoted to handling a membership and subscription list of nearly 12,000; in making changes in names and addresses and in preparing 12,000 wrappers for the Sierra Educational News monthly. Another devotes her time to the business of the Council, keeping of the books, and the handling of official correspondence relating to the sections, the Council and the Association at large.

There is a tremendous correspondence needing attention, coming from superintendents, principals, teachers, throughout the State; from Boards of Education, School Trustees, Libraries and others interested in education. Hundreds of important letters, business and professional, remain too long unanswered or are replied to briefly, against the time when attention can be given them. The advertising correspondence needs constant attention.

During the three months past the time of your Secretary has been almost entirely devoted to legislative matters. Too little work has been done on the Sierra Educational News. Much of the editing has had to be done on train or otherwise away from the office. Articles and manuscripts intended for publication must be scanned hurriedly or neglected altogether. And always, and under the best of conditions, organization work in the field suffers, visits to schools are not made, and the magazine is far less than satisfactory to our readers and to us. To properly handle the correspondence relating to legislation alone, calls for the time of one stenographer during a four months' period.

For the past few weeks, Mr. Jas. A. Barr has kindly consented to give a helping hand in our work. Through the Commercial Department of the Stockton High School and the Commercial College at Stockton, he has sent out from January 15 to April 7, approximately 1800 letters to one-time advertisers, new prospects and in follow-up correspondence. This clerical work, done by the pupils of these schools, without expense to us, means a saving of some \$450.00. This plan is tentative only and should be so regarded.

For the lines of work enumerated above, at least one additional stenographer is needed. We need therefore:

1. Increased stenographic and clerical assistance.

2. An experienced man or woman, a teacher preferably, to devote full time to educational matters, to handling certain departments in the magazine, particularly along elementary and rural school lines, and to do work in the field as required in both an educational and a business way.

3. An experienced advertising man.

4. Extra office space for the proper conduct of the business, and added office equipment.

5. Office space in a satisfactory location in Los Angeles, where during certain days each month, the Secretary or an assistant may be found and which shall be used as Southern headquarters.

We need to publish bulletins from time to time as indicated elsewhere in this report. We need money to defray expenses of calling committees and sub-committees together several times during the year. More money is needed in the treasury of each local section for like purposes. For these and other needs, the membership fee in the Association should be increased to \$2.00.

As your Secretary pointed out last December, the membership would at first drop off with an increased fee. Assume the decrease in membership during the first year of the increased fee to be 3000. We should be able to make up this number the first year, when the additional funds from this increased fee became available, and in subsequent years should secure all teachers of the state as members of the Association. This would be made possible by field work, by making the results of the organization more intensive and far reaching and by improvement in the Sierra Educational News.

Let it be remembered further that not until the coming October or November will the Northern Section hold its next meeting. It is eight months before the Southern Section will convene and nearly a twelve month before the Central and Bay organizations will come together. In this period the members can be fully informed of the change and can adjust themselves to it.

It was because a year must elapse after action is taken on an increased fee, before any increased income will be felt, that your Secre-

tary was so insistent in his stand last year. The organization can not go forward this year, even though favorable action be taken at this time, without again a sacrifice on the part of someone, in both money and personal endeavor. With a definite and satisfactory outlook however, for the year 1918, work during the present year could be pushed with enthusiasm.

The present plan of central organization is economic and efficient. Adequate assistance in the office of the Secretary and an increased membership fee would increase the returns, financial and educational from the magazine, make the organization more efficient, and result in giving back to the members many fold as compared with what they now receive.

Mr. Cross' motion that the report of the Executive Secretary be published and sent to members of the Association in whichever way is most economical, either as a bulletin, or as a part of an issue of the News, and that the report of the President and that of Dr. Boone, as Chairman of the Advisory Editorial Board, be also published, was adopted.

Mr. Cloud's motion that the Council proceed to a consideration of the financial condition of the Association, was carried. The Executive Secretary read a motion adopted at the meeting of the Board of Directors on Friday evening. Mr. Cloud then moved—seconded by Mr. Covell, that membership fee in the Association be increased to \$2.00, and suggested a division on the $\frac{3}{4}$ - $\frac{1}{4}$ basis.

Mr. Lane thought a \$1.50 fee sufficient, and that on this basis more members would be secured than on the \$2.00 basis; more people would be getting the News and the value of the educational material that is being printed therein.

Miss Dole believed the question was not one of \$1.50 or \$2.00, but how the teachers themselves were to be informed of the great work the Council is doing for them, and has done in the past. She believed that all teachers can afford the membership fee of \$2.00 just as soon as we can show to them the bigness of the work being done, and the necessity for the increased fee.

President Cox called attention to the increased money secured for elementary teachers through the efforts of the Council, and spoke of the necessity for Council members report-

ing to their various sections on return from Council meetings. He brought out the fact that through the News, we were able to give the teachers data on which to base their legislative discussions and supply facts necessary to indicate what should be taken up for consideration.

Discussion by Mr. Cloud on the necessity for expanding the work of the Central body, putting field secretaries in the school districts and counties, showing the teachers what we are doing for them and what they can do for themselves, and further discussion by Messrs. Chase, Lindsay, Short, West and Mrs. O'Neil, brought out the question by Miss Pryor as to whether there were any data available as to what educational organizations thought of the proposed increase. The Secretary read a list of organizations some of which have expressed themselves as unfavorable, but most of which favored increase in the fee.

Mr. Teall moved that the Council earnestly request the local associations to vote an increase in the membership fee to \$1.50. Mr. Tritt moved to amend, "That matter be referred to the Board of Directors in order that action may be taken now." Mr. Cross moved as substitute to amendment that we instruct the Board of Directors to make an increase in the membership fee.

Mr. Tritt's motion to amend, Mr. Teall's motion to increase the fee to \$1.50 and Mr. Cloud's original motion to increase the fee to \$2.00 were all withdrawn and Mr. Cross then moved, "That the Board of Directors be instructed to make an increase in the annual fee of the Association, to take effect at the next annual meeting of each section." Motion unanimously adopted. Mr. Cross suggested that the amount of the fee be left with the Board of Directors, they to present the arguments upon which they fix such fee, whether it be \$1.25, \$1.50 or \$2.00, and the division of the fee be made with the understanding that the local section shall not have its present pro rata reduced.

Mr. Tritt moved that any increase at the present time which the Board of Directors may make in the fee, shall be allotted entirely to the Central Council. Motion withdrawn.

Mr. West moved to amend to the effect that "The Board of Directors fix the fee for one year, and then the matter shall be referred to each section at its next annual meeting." Motion to amend carried.

Moved by Mr. Glascock that division of increase be made on 75-25 per cent basis. Motion withdrawn.

On motion of Mr. Cloud, Council adjourned until 2 p. m.

Afternoon Session.

Mr. Chase reported for the Legislative Committee as follows:

We recommend that the Council endorse the following bills now before the Legislature and urge their passage:

S. B. 469. Providing for establishing a University High School in connection with the University of California for the training of High School teachers.

S. B. 599. Providing for compulsory physical education in all schools.

S. B. 771. Providing additional money for Union Elementary Districts.

S. B. 870. Providing for a county purchasing system for school supplies.

S. B. 1140. Accepting the Federal aid to vocational education offered by the Smith-Hughes bill.

Senate Resolution 23. Providing for investigation into the use of supplementary books in elementary schools.

A. B. 622. Limiting the size of classes in public schools.

A. B. 1149. Providing for control of student organization finances in High Schools.

That the Council express its opposition to the following bills:

A. B. 1158. Providing for Uniform Textbooks in High Schools.

A. B. 1447. Abolishing teachers' institutes.

A. B. 27. Providing for free textbooks to be given to all children in the State.

That the Council recommend an amendment to Section 1770 of the school law legalizing committee work by County Boards of Education.

That the Council again strongly urge the enactment of the measures already endorsed by it which provide additional funds for the support of elementary schools, namely, that increasing the State apportionment to \$20 per unit of attendance; that fixing the minimum fund to be raised by counties at \$25 per unit of attendance, and that authorizing a district tax of 15 cents on the hundred dollars of assessed valuation for building purposes.

Mr. Glascock moved the adoption of the Committee's report. Dr. Shiels objected to word

"county," in providing that the County Superintendent of Schools may in emergency grant permission for more than 40 enrollment (A. B. 622), and Commissioner Wood suggested striking it out, so that the bill reads "Supt. of Schools" instead of "County Supt. of Schools."

Dr. Shiels expressed appreciation for the splendid work of the Council's Legislative Committee.

The Committee on Better Supervision for Rural Schools was continued, as was the Committee on School Finances.

President Cox reported for Dr. Lange on the Committee on Reorganization of the School System, saying that the next report presented by the Committee would deal with a larger unit of school organization, and the need for consolidating school districts.

Mr. Cross reported for the Committee on Codification, saying it awaited action by this Legislature. Commissioner Wood reported that about one-third of the School Law is to be codified this year.

The Exec. Sec'y. reported the action of the Board of Directors on the Teachers' Registration Bureau. He read a letter from Mr. C. M. Rogers, Santa Maria High School, who is establishing a High School Teachers' Co-operative Club.

Mr. Cross moved that the new Board of Directors be authorized to elect E. Morris Cox as President. Carried unanimously.

A recess was declared, that the representatives from the various sections might nominate members to the Board of Directors and to other offices. This resulted as follows:

Bay Section.

Board of Directors: A. J. Cloud, E. Morris Cox, Miss Alice Rose Power. Advisory Editorial Board: Miss Elizabeth Sherman. Contributing Editor: Miss Sophie Meyer.

Central Section.

Board of Directors: E. W. Lindsay. Advisory Editorial Board: F. M. Lane. Contributing Editor: A. G. Elmore.

Northern Section.

Board of Directors: S. P. Robbins. Advisory Editorial Board: H. P. Short. Contributing Editor: Mrs. Minnie R. O'Neil.

Southern Section.

Board of Directors: C. H. Covell, Miss Sara L. Dole, W. L. Stephens, J. F. West. Advisory Editorial Board: W. L. Stephens. Con-

tributing Editors: Burt O. Kinney, Maud E. Snay.

Mr. Tritt moved that the Secretary cast the ballot for the above named officers. Secretary announced ballot cast for names as read by sections.

On Mr. Cross' motion recess was declared to allow Board of Directors to meet.

NEW BOARD OF DIRECTORS

The new Board of Directors met at 3:30 p. m., with President Cox in the chair. Roll call by Secretary Chamberlain disclosed a full complement of the Board,—Messrs. Cloud, Covell, Cox, Miss Dole, Mr. Lindsay, Miss Power, Messrs. Robbins, Stephens and West.

On motion by Mr. West that Mr. Cox succeed himself as President, the latter accepted with the understanding that he be relieved at the fall meeting of the Council. The choice of Mr. Cox for President was unanimous. Mr. W. L. Stephens was elected Vice-President. Arthur H. Chamberlain was, on motion of Miss Power, reappointed Executive Secretary. The salary of the Secretary was left on the same basis as last year. The Oakland Bank of Savings was named as Treasurer.

Mr. Cloud moved that the membership fee be raised to \$2.00 for this year as an emergency measure, with the recommendation that the matter of fixing the permanent fee be left with the various sections, also that this action to be passed back to the Council for ratification. Carried.

A motion prevailed that the President be reimbursed for expenses incurred in Council work during the year as soon as the treasury permits.

Mr. West moved that two new sections, as outlined by the Executive Secretary, be established on request, and that this be passed back to the Council for ratification. Carried.

Board adjourned to meet later in the afternoon.

Arthur H. Chamberlain,
Executive Secretary.

On reconvening Mr. West moved that the Council ratify the action of the Board of Directors regarding the establishment of the two new sections suggested by the Exec. Sec'y., when these sections shall have perfected arrangements according to the By Laws. Motion unanimously adopted.

The request of certain teachers of Stanislaus County to withdraw from the Central Section and affiliate with the Bay Section was then discussed. Mr. Elmore thought the teachers if now consulted, would want to stay with the Central Section. Mr. Lindsay moved that Supt. Bacon ask teachers to decide by vote to which section they desired to belong.

Mr. Chase moved that the Council ratify the action of the Board of Directors in the matter of the increase in membership fee to \$2.00. The Secretary called the roll to record the vote and announced 21 ayes and 8 noes. Motion carried.

Mr. Tritt moved that 40 cents of the \$2.00 fee be retained by the local section and \$1.60 be given the Central body. Mr. Lindsay moved that division of the fee be made on the $\frac{3}{4}$ - $\frac{1}{4}$ basis. Motion carried.

Dr. R. D. Hunt introduced the following resolution urging National Prohibition during the period of the war, copy to be transmitted to President Wilson.

WHEREAS, the continued manufacture and consumption of alcoholic drink would constitute one of the most deadly enemies of national productive efficiency and would promote enormous waste of food supplies at a time when economy and conservation are enjoined on every American citizen;

RESOLVED, That the California Council of Education, representing the 18,000 teachers of every grade of the Commonwealth of California, in regular session assembled, do hereby earnestly urge upon President Woodrow Wilson and the Congress of the United States, the desirability and wisdom of National Prohibition during the continuance of war, pledging to our Chief Executive our loyal support and the full measure of devotion in this hour of grave responsibility.

President Cox spoke of the work that should be undertaken during the coming year, and the necessity for committees to make investigation of the work of County Boards of Education, Survey of the California School Organization, Bill with reference to Tenure and Promotions, and the like.

Mr. Teall spoke of the necessity for consideration of the Merit Schedule, and moved that as one of the new activities of the Council, a committee of five be named by the Chair to consider the merit schedule, as a question of public interest rather than class interest.

Mr. Cross moved that a program committee of five, including the Chair, be appointed by the latter, to proceed along the lines of the suggestions made by Exec. Sec'y. adding thereto any other additional topics as may be presented. Motion carried.

Commissioner McNaught suggested the ad-

visability of the Council giving consideration to the matter of agriculture for boys and girls in elementary schools; of making an investigation looking toward the unionizing of rural districts. Another subject suggested for investigation was elementary school architecture.

Commissioner Wood suggested as topics: the improvement of teachers' institutes, to serve the needs of the teacher more effectively; physical education and military training in the schools.

Mrs. Ray of the State Board of Education suggested as a fruitful field the development specifically of character in the boys and girls in our public schools; they should be directed toward some specific interest in life as against the purely educational topics; the elimination of the cigarette habit from boys of elementary and high schools also needs attention.

Miss Dole thought if report could be made in the News of teachers' institute work, and if the teachers could look upon the Council as leading in certain questions, the teachers to do follow up work in institutes, associations, etc., and this could be reported in the News, we could combine the educational phases and the human interest, which is so desirable. She spoke of a bulletin which the Illinois High School teachers publish, which reports actual and specific work and investigation done by the teachers.

Mr. Cross suggested the investigation of the full school year. He thought the proposition of a longer school year and longer school day must be faced.

The selection and education of teachers for adult foreigners was suggested by Miss Pryor.

The Chair named as the Program Committee, J. O. Cross, Miss Sara L. Dole, Craig Cunningham, E. W. Locher and E. Morris Cox.

On motion of Mr. Cloud, Council adjourned at 4:10.

Arthur H. Chamberlain,
Executive Secretary.

BOARD OF DIRECTORS.

The new Board of Directors convened at 4:15, all members present.

Mr. Covell moved to continue the policy of having an Auditing Committee audit all Council bills. Carried.

FEDERAL COUNCIL

Miss Dole moved the appointment of a committee for spreading information among the teachers as to the purposes of the increased membership fee. Mr. Stephens suggested a committee of the Board of Directors, and that information be furnished this committee.

The Chair appointed a committee as follows, recommending to each section the appointment of a local committee for this purpose: Miss Alice Rose Power, Bay Section; E. W. Lindsay, Central Section; S. P. Robbins, Northern Section, and Miss Sara L. Dole,

Southern Section, together with the Executive Secretary.

Mr. West moved that the Board of Directors confirm the action of Board of last year, regarding the Teachers' Registration Bureau. Carried.

It was the decision of the Board that a copy of the Report of the Auditing Committee be sent to each member of the Board of Directors, for their endorsement.

Board adjourned.

Arthur H. Chamberlain,
Executive Secretary.

MEETING—C. T. A. CENTRAL SECTION.

The Central Section Meeting held at Fresno March 15 and 16 was as usual of the greatest value to teachers in that portion of the San Joaquin Valley. Superintendent J. E. Meadows of Hanford, as President, prepared in conjunction with Secretary E. W. Lindsay and associates, a program covering General Sessions, and the Department Presidents offered auxiliary and supplementary work that rounded out a valuable meeting.

The only out of State speaker was Professor Osborne Widtsoe of the University of Utah. His address on "The New Ideal in Education" was a scholarly presentation. Dr. D. F. Fox of Pasadena, who is a great favorite in this part of California, showed that he was much of a pedagogue as well as an orator in consideration of his topic "How I Got the Greatest Book in the World." President E. Morris Cox of the Council of Education gave a report of the work of the Council and spoke of impending legislation.

The Primary Grades Section was under the direction of Mrs. Edna Orr James. The speakers were Mrs. Mabel F. Gifford, University of California, and Miss Gail Harrison, Pasadena. The members of the Grammar Grades School and Rural School Section listened to discussions on Design and Early California History. Miss Emma M. Davis presided. W. L. Frew was Chairman of the High School Section. The Administration Section, F. H. Boren, Chairman, and Grammar School Principals, F. M. Lane, President, offered interesting programs.

Other sections holding meetings were: Agriculture, presided over by H. K. Dickson; English, Miss Pearl Watkins; History, John A.

Nowell; Home Economics, Lillian H. Dahlgren; Manual Arts, S. E. Ronzone; Mathematics and Science, B. A. Stagner; Music, Charles R. Chaney; Vocational Guidance, Edna L. Adams; Commercial, Inez Crow.

Entertainment was provided for visiting teachers by the Fresno Commercial Club. Music and literary numbers were offered throughout the program. The business meeting resulted in the election of F. H. Boren, Supervising Principal at Lindsay, President; Secretary, J. A. Joyce; Treasurer, A. M. Simons, Principal High School, Visalia. Members to the Federal Council were elected as follows: A. G. Elmore, Turlock; F. M. Lane, Fresno; E. W. Lindsay, Fresno; Craig Cunningham, Madera; J. E. Meadows, Hanford.

The Resolutions Committee presented through A. M. Simons the following, which were adopted:

(1) RESOLVED, that we, the teachers of the C. T. A., Central Section, extend our thanks to all persons and organizations who have contributed to our instruction and entertainment.

WHEREAS, it is the sense of this meeting that the language teaching in California as based upon the present text is inefficient and ineffectual, disproportionately to the added cost of furnishing a new text;

THEREFORE, be it resolved that this body of teachers request the State Board to reconsider its action at the December meeting and proceed to select some suitable text in this subject at an early date, that the County Boards may revise their County Manuals this summer, thus avoiding another year's delay in putting the new course into operation.

Legislative Measures

(3) **RESOLVED**, that we are absolutely opposed to uniform text books in the high schools of California.

RESOLVED, that we favor the passage of Assembly Bill No. 1175 which raises the apportionment from \$550 to \$800.

RESOLVED, that we favor the passage of Assembly Bill No. 426 which provides state aid in proportion to the number of teachers.

(6) **RESOLVED**, that we heartily approve of Senate Bill No. 599 and Assembly Bill No. 736, entitled, "An act to provide for the organization of courses in physical training in the elementary, secondary and normal schools of the state."

Membership in C. T. A.

(7) **WHEREAS**, we believe that the California Teachers' Association has done valuable work in raising the standards of education and in creating better conditions for all teachers in the state,

RESOLVED, that every teacher in the Central Section should be an active member of the Association in order to perpetuate and further these things of benefit.

RESOLVED, that we are determinedly committed to the principle that the salary retirement law as it stands is not subject to modifications to the detriment of the interests of the teachers now under it,

And that we are convinced that there is not now available sufficient information concerning the working of the law to justify any attempt to amend it at present.

Minimum Salary

(9) **RESOLVED**, that a yearly salary of \$900.00 should be the minimum salary for elementary school teachers and that \$1125.00 should be the minimum salary for elementary school principals in California.

Equal Opportunities

(10) **RESOLVED**, that the C. T. A., Central Section go on record as favoring equal opportunity to women and men for principalships and supervising positions, merit, rather than sex, being the basis of selection.

Resolutions were offered further to the effect that (11) The law be so amended as to permit of loans to School Districts of moneys in the Postal Savings Department; (12) That members to the Federal Council take precedence according to the vote cast, and that the term

of any member absent from a Council meeting without permission from the President shall expire automatically, the next in order succeeding, and any member absent by permission, shall be represented as proxy by the next in order.

MEETING, C. T. A., BAY SECTION

The Bay Section meeting occurred at Oakland, April 2-5 inclusive, the General Sessions being held in the Municipal Auditorium and the Department Meetings at the Technical High School. President C. J. DuFour, Secretary W. L. Glascock, together with the Board of Directors, succeeded in arranging and carrying out a program conceded by all to be one of the best in the history of the organization, and this in face of the fact that no out-of-state speaker was before the Association.

General Sessions

There were three general sessions, two of them presided over by President DuFour and one by Superintendent Roncovieri. Music was furnished by the Oakland Technical High School Band, the Girls' Glee Club of the Alameda High School, the Wharry-Lewis String Orchestra, the Berkeley High School Orchestra, and by other excellent talent. Community singing was led by Mr. Glenn H. Woods. Mr. Harry Kendall Bassett contributed a reading to the literary portion of the program.

Upon the general program there appeared Dr. Aurelia Reinhardt, who spoke upon "American Problems and American Poetry," and who showed herself to be thoroughly at home with this important topic; Dr. Albert Shiels, Superintendent of Los Angeles City Schools, whose address "Dominant Purpose in Public Education," was well received, and given favorable comment; A. C. Barker, Superintendent of Oakland Schools, who, in speaking upon the Intermediate School, gave evidence of detailed knowledge of the organization and results of these schools and first-hand information gained in his recent visit to the East; Brother Leo, Professor of English Literature in St. Mary's College, whose eloquence and broad scholarship held his audience to the last; Commissioners Will C. Wood on "Extravagance in Education" and E. R. Snyder, "Standards of Promotion and Graduation," who showed they were fully abreast of the best thought in these lines; Mr. E. Morris Cox, President of the Council of Education, whose report, particu-

larly in the field of proposed educational legislation, was clear and concise.

The Elementary Department, presided over by Clara M. Partridge, was well attended. Dr. Margaret Schallenberger McNaught, Commissioner of Elementary Education, gave an address on The Problems and Rewards of the Grade or Elementary Teacher. The Elementary School Principalship, presented by Dr. Albert Shiels, was a most excellent correlary to the first number on the program. The High School Department, with A. W. Scott as Chairman, offered a unified program consisting of the topics, "Dominant Purpose in the Secondary School," by Superintendent Shiels; The New High School and the New High School Teacher, Dr. Alexis F. Lange; Democracy's High School, Commissioner Will C. Wood, and Method in Education, Dr. Ira W. Howerth.

The Advisory Council, under the lead of D. R. Jones as President and Robert A. Lee as Secretary, gave specific attention to School Legislation, Recent and Pending. Discussion was participated in by Commissioners McNaught, Wood, Snyder, and President Cox of the Council of Education. General discussion was indulged in by many members present.

Section Meetings

Aside and apart from the value that comes with numbers, and the enthusiasm of getting together, the most worth while are the section meetings. It is in these meetings that matters are taken up relating intimately to the work of the class-room and supervising teacher. The English Section was presided over by Miss Emma J. Breck; Science Section, A. R. Craven; Business and Commercial, E. E. Washburn; Physical Education and Recreation, Miss Singe E. Hagelthorn; Romance Language (French-Italian), Professor G. Chinard; Classical, A. M. Cleghorn; Mathematics, Charles C. Danforth; Geography, Earle G. Linsley; Romance Language (Spanish), Professor R. Scheville; Music, Miss Minnie C. Miller; Fine Arts and Drawing, F. H. Meyer; Home Economics, Mrs. L. W. Robbins; League of Teachers' Association, Lillian E. Talbot; History, C. E. Lowell; Kindergarten, Isbel O. Mackenzie; Manual Arts, F. Horridge; German, Anna M. Tietjen; Vocational Education and Guidance, Richard G. Boone; Nature Study and Agriculture, John J. Imrie; California State Federation of School

Women's Clubs, Ethelind M. Bonney; Administration, Superintendent A. C. Barker; Library, Elizabeth L. Madison; Peace, Dr. David Starr Jordan; California Association of Applied Arts and Sciences, W. G. Hummell; California Congress of Mothers, Mrs. H. N. Rowell; California State Association of Penmanship Advisors, Frank A. Kent; Advisors for Girls, Lucy Ward Stebbins.

Three County Institutes were held in conjunction with the Association meeting,—Contra Costa County, Marin and San Francisco. Contra Costa held a special meeting on April 3 with Superintendent Wm. H. Hanlon presiding. On the same date, Marin County held a meeting presided over by Superintendent James B. Davidson. Opportunity was offered for the teachers of San Francisco to attend the Oakland Convention.

There were a number of banquets and social functions including the School Masters' Club Banquet on Monday evening at Hotel Oakland; a Get-Together and Get-Acquainted Party at the Headquarters, Oakland Hotel, on Tuesday evening, and the San Jose Normal Men's Club Banquet on Wednesday evening.

Officers in the Association were elected as follows: President, Lewis B. Avery, Asst. Supt. of Schools, Oakland; President High School Department, Roger S. Phelps, Principal High School, Concord; President of the Elementary Department, R. D. Faulkner, Principal Horace Mann Intermediate School, San Francisco. Mr. W. L. Glascock was re-elected as Secretary. As representatives in the Federal Council of Education, there were elected Mary A. Darby of the Elementary School Department, Oakland; Superintendent C. J. DuFour, City Schools, Alameda; and Alice Rose Power, Principal Washington Irving Elementary School, San Francisco.

The Committee on Resolutions, A. J. Cloud, Chairman, reported as follows:

Work of the Council

(1) WHEREAS, the representative body of this Association, designated as the California Council of Education, has proved itself responsive to the will of the organized teachers of the State, of which this Section is a constituent part, and has proved an invaluable agency for the protection and advancement of teachers' rights and the general interests of the schools of the State, therefore,

BE IT RESOLVED, that the C. T. A. Bay Section heartily commends the work of the

California Council of Education and favors all necessary measures for the increase of the beneficial activities of the Council.

Legislative Proposals Endorsed

(2) WHEREAS, the California Council of Education, in the interest of the schools of the State, is advocating and supporting certain bills, now under consideration in the Legislature, therefore,

BE IT RESOLVED that the C. T. A. Bay Section, hereby endorses such bills, as follows:

A. B. 625, Baldwin, providing increase of County Minimum Tax to \$25.

A. B. 621, Baldwin, providing increase State Elementary Fund from \$15 to \$20.

S. B. 426, F. M. Carr, providing for 15c tax for school buildings and grounds.

A. B. 1154, Harris, providing for free high school text books supplied by the district.

A. B. 1416, Merriam, providing for amending Section 1617 providing for more stable tenure of teachers and more satisfactory methods for payment of teachers' salaries.

S. B. 319-329, Jones, providing for extending the activities of evening and part-time schools.

S. B. 514-515, Ballard, providing for the establishment and support of Junior Colleges.

S. B. 685, King, providing for the extension of county libraries in rural schools.

S. B. 477, Horbach, providing for the annexation of elementary districts to high school districts when five or more pupils attend high schools from any district.

A. B. 503-505, Lyon, providing for the extension of visual education.

S. B. 81, Rominger, providing for Bureau of Vocational Information.

A. B. 622, Baldwin, providing that not more than 40 pupils shall constitute a class except in emergencies.

That, as to Senate Bill 705, F. M. Carr, providing changes in granting temporary certificates and special credentials, the same be endorsed; provided that paragraph 4 be amended to allow the issuance of full six-year certificates to normal school graduates, and that paragraph 8 be amended so as not to require the conducting of examinations for graduation from eighth grade classes in rural schools in which there is direct supervision.

State Board of Education

BE IT RESOLVED, that this Association hereby expresses its appreciation of the work of and its confidence in the State Board, and,

in individual capacities, the members hereof pledge themselves to continue to carry out the regulations and suggestions of the Board in all ways for advancement of the schools.

Teachers' Retirement Salary

(4) WHEREAS, bills amending the Teachers' Retirement Salary Act have been introduced in the present Legislature, therefore,

BE IT RESOLVED,

(a) That, it would appear that there is not available at this time sufficient information concerning the working of the law to justify any attempt whatever to amend it during the present session of the Legislature;

(b) That, of the provisions before the present Legislature upon this subject, this Association looks with particular disfavor upon the provision that \$12 per year be collected from each teacher in one payment instead of \$1.00 monthly;

(c) That, the State Board of Education be requested to continue its investigation into the status of the Retirement Salary Fund with a view to disseminating information on this subject to the teachers of the State within the next two years, and of making a report to the Legislature.

Teachers' Institutes

(5) RESOLVED, that this Association declares itself to be strongly opposed to the passage of legislation that will either abolish or reduce the efficiency of teachers' institutes.

University of California

(6) RESOLVED, that this Association strongly commends the work of the School of Education of the University of California and urges the governing authorities of the University to lend further support to this School;

FURTHER, that we request the University of California:

(a) To re-establish the status of the "student at large," thus allowing a recommended high school graduate with 45 credits to be admitted to the various elective subjects for two years, that he may, in that time determine the college in which he seeks a degree;

(b) To be liberal regarding the allowing of credits for special newer subjects not yet recognized as worthy of accrediting, thus increasing the present 9 possible credits to a maximum of 15 credits.

The Association went on record also through its resolutions as favoring (7) the extension of the vocational guidance move-

ment, that the Commission spread desirable information and that the Legislature provide funds for necessary surveys; (8) The appropriating of \$10,000 (S. B. 280) for the prison school at Folsom; (9) Loans to school districts from the government; (10) Appreciation of the distinguished services rendered by Dr. Jesse F. Millspaugh as President of the Los Angeles State Normal School and congratulations to Dr. E. C. Moore who succeeds to the position; (11) A non-contributory form of retirement for the United States Civil Service employees; (12) Compulsory physical education emphasized as follows:

WHEREAS, the organization of such work in our schools offers a splendid present opportunity for the public schools of this State to co-operate in measures looking to effective national preparedness,

BE IT RESOLVED, that this Association urges upon our legislators the enactment into law of a bill providing for compulsory physical education in the public schools, known as Senate Bill No. 599.

The N. E. A.

(13) WHEREAS, the people of the Pacific Northwest have contributed loyally to the meetings of the N. E. A. in California, and

WHEREAS, the program for this year will warrant expenditure of time and money in attendance,

BE IT RESOLVED, that the N. E. A. in session at Portland, Oregon, July 7 to 14, should have the hearty support of California teachers.

The Officers

(14) BE IT RESOLVED, That to President C. J. Du Four and Secretary W. L. Glascock, to speakers and musicians, to the City of Oakland, to the Hotel Oakland, and to all other persons and organizations who have in any manner contributed to the success of this annual session, the C. T. A. Bay Section extends sincere thanks in acknowledgment of the time, effort, and thought they have given to the conception and execution of a program which is universally recognized to have been one of the most inspiring and profitable ever conducted by the Association.

Patriotism

Unanimously Adopted at General Session,

WHEREAS, on April 2nd, the President of the United States delivered before the Senate and House of Representatives in Congress

assembled, a message of great historic import and of most far reaching consequence, in which he declared that a state of war existed and had been thrust upon the Government and people of the United States by the Imperial Government of Germany, and powerfully urged the Congress to take official notice of such existing state of war, and

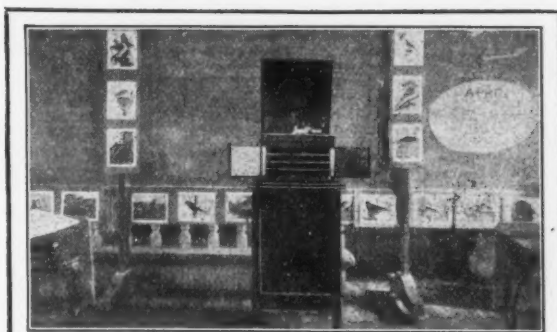
WHEREAS, our peace-loving people have exhausted every human resource to maintain peace with honor and now are about to be forced into the vortex of the dreadful conflict of arms, as is indicated by the latest reports from the national capital; therefore,

BE IT RESOLVED, that, in this hour of our country's need, we, the members of the C. T. A., Bay Section, assembled in annual session, hereby in unqualified support of the President of the United States, renew our allegiance to our country and offer our services to the Government thereof in such ways as may be determined to be of the greatest value,

FURTHER BE IT RESOLVED, that, on behalf of this Association the President and Secretary be authorized to telegraph a copy of these resolutions to the President of the United States.

Exhibits

There were a number of most interesting and instructive educational and commercial exhibits at the Auditorium and in the Technical High School. These included an exhibit of the Marchant Calculating Machine Company of Fourth and Powell Sts., Emeryville, Oakland. Opportunity was given for an examination of the wonderful work done by the Marchant Calculating Machine and for a visit to the factory where the various phases of converting the raw material into the finished product were shown. Mr. J. S. Lawson had charge of the exhibit. The Metropolitan Textbook Company was represented by Miss Miller and Miss Foster. The F. A. Owen Publishing Company, Mrs. Alice K. James. The Lincoln and Parker Company showed Visual Education Apparatus, Mr. W. H. Whipple was in charge. The Realty Sales Company offered literature and conducted excursions for the benefit of visiting teachers to their Almond Orchard at Ridge Park. Their activities were in charge of A. R. Udall, E. H. Mosher and G. D. Newton. The Clinton Cafeteria, with dining rooms in San Francisco, distributed an excellent Guide Book with points of interest around the Bay Cities.



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NOTES AND COMMENT

Following the National Education Convention at Portland, Oregon, July 7 to 14, the teachers of America are to be invited to climb Mount Hood under the guidance of the Mazamas of Portland. It will be a rare and novel experience for most of those who join the party, and for those who reach the top of the snow covered peak will be the reward of membership in that famous organization of mountaineers, and the privilege of associating on equal terms with members of the American Alpine Club of Washington, D. C., the American Geographical Society of New York, the Apalachian Mountain Club of Boston, the British Columbia Mountaineering Club of Vancouver, the Colorado Mountain Club of Denver, the Fresh Air Club of New York, the Geographical Clubs of Philadelphia and Chicago, the Hawaiian Club of Honolulu, the Mountaineers of Seattle, the Prairie Club of Chicago, the Sierra Club of San Francisco and the Explorers Club of New York. Truly a remarkable company, numbering about 10,000 out-of-doors Americans, and some of the Nation's great explorers. Applications for membership in the Mt. Hood party of teachers can be sent in advance to R. H. Atkinson, Third and Washington streets, Portland, Oregon.

Fred M. Hunter, Superintendent of Schools of Lincoln, Nebraska, and well known as one of the most progressive superintendents in the Middle West, has been called to the Superintendency at Oakland made vacant by the resignation of Superintendent A. C. Barker. Mr. Hunter is a man of broad experience in public school work. He has been eminently successful both as teacher and administrator wherever he has been located, is a thorough organizer, and while progressive in the highest degree, understands fully the value of proceeding with deliberation and judgment. Mr. Hunter is a man of tremendous working capacity, enthusiasm, and determination. He appreciates fully the value of securing the community co-operation in working out school problems. We feel that he will fit easily and quickly into school conditions that are new to him, and that he will have the support of the people of Oakland and of the state.

The California High School Teachers' Association will hold its fifth annual session at Berkeley, July 16-20. President John Franklin Engle, Principal of the Placer Union High School at Auburn, and Secretary Talcott Williamson of the Oakland Technical High School are arranging a most attractive program to be participated in by men and women of national reputation. It is hoped that the already large membership in the Association will be so increased this year as to include every high school teacher in the State. The membership fee of 50 cents will cover the cost of a copy of the proceedings. The character of this volume will be such as to warrant teachers in joining even though they may not be able to attend the Berkeley meeting. High school teachers should take out membership with their principal.

During the next two years, the State Normal School of San Diego plans to operate an all-year calendar, as has been done during the past year. To offer the facilities of the school to the fullest possible extent to teachers in service, the work of two terms of six weeks each has been planned with special reference to the needs of teachers.

The first, or spring term, runs from May 14 to June 23. Special thirty-hour courses have been scheduled. They include work in school reorganization; music, geography and primary methods; plays and games; applied design; dramatization; agriculture, rural home economics; social economics, modern prose literature, and a special course in the teaching of arithmetic.

In the summer term, running from July 2 to August 15, the school will have capacity for from 250 to 300. Four sixty-hour courses in elementary school pedagogy and six eighteen-hour courses in special methods will also be offered. The work of Term II, of the summer quarter, will be confined to specially planned courses for June high school graduates, who will, therefore, not be expected to enter normal school work before the beginning of the term, August 21, but who may register at any time before that date. For information concerning these arrangements, prospective students may apply to the registrar of the school.

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The University of Southern California has after long consideration decided to remain on its present campus. To this end, additional ground has been purchased, thus permitting for expansion and added facilities. It is the belief of President Bovard and the Trustees that U. S. C. is the type of institution which finds its place in the city rather than removed from the city and its problems. Within the next 5 years new buildings are to be erected to serve as the permanent home of all 9 colleges of the scattered university.

The N. E. A. Bulletin for March contains an exhaustive report of the Committee on Military Training. The Committee favors the adoption of a plan of specific military training for young men 19 years of age and over, to be conducted during the 20th and 21st years. It opposes the introduction of military training and military drill into the elementary or secondary schools; favors a thorough and comprehensive plan of physical training made compulsory upon all boys and girls in the schools; directs special attention to personal hygiene, to sanitation and safety precautions and patriotic and civic service as a prominent feature of an American education.

President Frank H. Ball of the State Normal School, Santa Barbara, has issued the Summer Announcement of the work in Manual Arts and Home Economics. The term begins June 18 and closes August 24. Special courses are offered in Household Arts, Household Science, Dietetics, Drawing and Design, Pottery and Art Metal, Physical Education, Playground Work, Automobile and Gas Engine Design, Forging and Farm Mechanics for Agricultural Teachers, Architectural and Mechan-

ical Drawing, Pattern Making, Machine Shop Practice, and other valuable courses. No tuition is charged, but there is a moderate laboratory fee. Address the President for detailed information.

The Sacramento City Teachers' Institute, held its annual Session at Sacramento, April 2-4, in the High School Auditorium. Chas. C. Hughes, City Superintendent of Schools, presided. There was appropriate music throughout under the able direction of Miss Ellen Hughes and Miss Mary Ireland, and their assistants, Miss Maude Redmon and Miss Marie Ferguson. The speakers included Dr. W. W. Kemp, of the University of California, who delivered two lectures, one upon "A New Order

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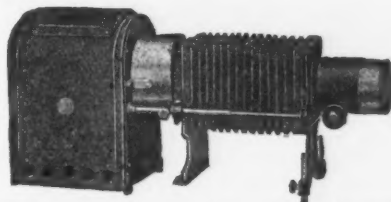
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of Education," another "Centralization of School Administration;" Dr. Aurelia Reinhardt, President of Mills College, who spoke upon "The Equipment of a Teacher of English," and "Pageantry in America;" Arthur H. Chamberlain, Secretary of the Council of Education, who presented the subject "The Lifting Power of Literature;" Dr. G. M. Stratton, of the University of California, who offered a series of lectures upon "Abnormal Psychology," "The Character of Mental Growth," "Circumstances Favorable to Mental Growth" and "Mental Diversities." Mrs. W. H. Marton of Berkeley, Second Vice-President of the California Congress of Mothers and Parent-Teacher Associations, spoke upon the function of these organizations and extended invitation to all to attend the annual convention at Sacramento, May 23-25.

The plan in operation at Sacramento, inaugurated by Superintendent Hughes, of having one or more speakers give a series of talks rather than of cutting up the Institute into a large number of segments consisting of isolated and disconnected subjects, is looked upon with favor by the Sacramento teachers. The interest and enthusiasm manifested were eloquent tributes to the ability of Superintendent Hughes to engineer unusual and inspiring helpful institutes.

The Rockefeller Foundation is under criticism. Bills to repeal the charter were introduced in the New York Legislature recently. It is claimed that efforts to obtain an official investigation of the Foundation have been unsuccessful.

The Relation between Boards of Education and Superintendents is given in a report of the Committee of the National Education Association and published in the N. E. A. Bulletin for March. There are 10 general principles suggested, and the Committee recommends further that there be a Publicity Committee of 10 to bring these principles to the attention of

Boards of Education and communities; also that a commission of 10 to be known as the Commission on Administrative Legislation be created, and that there be a third committee of 10 on Co-operation with School Boards.

The State Council of Defense, modeled upon the National Defense Board, is at this writing in active operation. The members appointed by Governor Stephens have had several meetings. The Council is already studying matters of the utmost import to State and Nation.

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The Cleveland Board of Education, in appointing Frank Spaulding as their Superintendent, adopted the following resolution:

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The Danish West Indies, our new possessions acquired after more than 50 years' effort to bring these islands under the American flag, were formally transferred on March 31, when Danish Minister Brun was handed a Treasury Warrant for \$25,000,000, the purchase price. Wireless messages were sent to the American and Danish authorities at the Island to lower the Danish flag and raise the Stars and Stripes. With this formal transfer the Islands become known as the Virgin Islands of the United States, a title chosen by the natives.

The Annual Institute of San Francisco City and County was held in the Alcazar theater, March 26-28, with Superintendent Alfred Roncovieri presiding. Preston W. Search addressed the Association on the topic, "The Growth of the Child." "Education and the

Great War" was the topic chosen by Henry W. Holmes, Assistant Professor of Education, Harvard University; Brother Leo, Professor of English in St. Mary's College, spoke upon "The Art of Study" and "Imagination," and William W. Ellsworth, for many years connected with the Century Company, had as the topic of his address "Forty Years of American Literature;" Dr. Lewis M. Terman appeared twice under the titles, "Intelligent Tests as an Aid in School Grading" and "Some Lessons From a Study of Superior Children;" "Recent Stages of the Revolution in Mexico," Dr. David P. Barrows; and two lectures, illustrated, on "What of China," by Hon. Julian Arnold, long

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connected with United States Legation in China, were most timely; Harry Kendall Bassett spoke of some of the World's Great Stories and their Use in the Classroom, and read from Tennyson's Enoch Arden. Musical numbers, orchestral, instrumental and vocal, and Community Singing, were of the best. The pupils of the High School of Commerce, presented Walter Browne's "Every Woman" on one evening of the convention.

Dr. Samuel T. Black, well known throughout the State of California for his educational work, died at his home in San Diego recently after a long illness. Mr. Black was the first President of the State Normal School at San Diego; he was also Superintendent of Public Instruction of California, being elected in 1894. He came to California at an early date, teaching in the northern part of the state. For 20 years he had been a resident of San Diego. He was a native of England, but always considered himself a Californian, saying once in speaking of himself: "My whole adult life has been devoted to educational work in California." Mr. Black leaves a very large circle of friends throughout the state and the West.

The following from "School and Society" for March 17: Suit has been instituted by the Professional Elementary Teachers' Association

of New York City by which it is hoped to force the city to return to the Teachers' Retirement Fund amounts aggregating about \$4,000,000. Mr. Louis S. Posner has been retained and papers in a test case have been served upon the auditor of the board of education and the corporation counsel. Because of the practice of the board of education, which the association believes to have been illegal, of withdrawing money from the retirement fund to pay teachers for excused absences, the retirement fund is now in a condition of insolvency. Teachers who have been pensioned fear for their future support, and the retirement of others in grave need of it is being held up, so that the association feels it to be due the teachers that this money be returned to the fund. The association will also ask Mr. Posner to take up the cases of the 2,000 teachers who were deprived of their full refunds from 1913 to 1915. The association has gone on record as unanimously opposed to the city pension bill.

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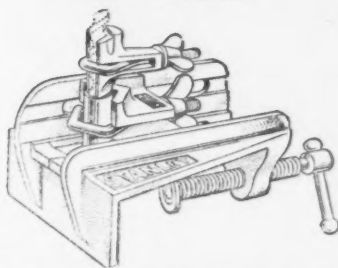
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The California Congress of Mothers and Parent-Teacher Associations will convene in annual session at Sacramento on May 23, 24 and 25. The sessions will be held in the Capitol Building. Vital topics will be presented by able speakers and there will be helpful reports of the work that is now being accomplished in the different departments. In addition there will be Round Tables and informal discussions as to the best methods and most practical manner of accomplishing the ends for which the members of this great organization are striving.

Those who are not familiar with the work of the California Congress of Mothers and Parent-Teacher Associations have slight conception of the results being achieved in the fields of social and educational endeavor. The school is being projected into the home, the home carried back to the school, the various elements in the life of the community are being tied together, the library is made to serve its purpose much more fully and effectively. The President of the Congress is Mrs. H. N. Rowell of Berkeley, the Vice-Presidents are Mrs. J. D. Taylor of Los Angeles, Mrs. W. H. Marston, Berkeley. Mrs. Lewis B. Avery of Oakland is Recording Secretary. Other officers are located throughout the state.

Johns Hopkins University, after 40 years in its old quarters in the heart of Baltimore, moved last Autumn to Homewood, its new 123-acre site in the Northern part of Baltimore. For years Johns Hopkins was the only real graduate university in this country. A recent issue of the University Circular under title "The University in Its New Home" is of interest to all students of education. Undoubtedly the university under more favorable conditions will very largely increase its services to American Education.



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The California Taxpayers' Journal, Volume 1, No. 1, comes from the press in March. This is the official monthly publication of the taxpayers of the State. The editor is Will H. Fischer. The Director of the Taxpayers' Association is Herbert W. Clark. There is much need of investigation and publicity of matters pertaining to the whole field of taxation, and if this first number is an indication of what we may expect in the journal, it has a useful field ahead of it. A department of educational investigation will be conducted by Wilford E. Talbert.

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